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Michigan Department of Community Health

Succession and Workforce Planning



Department Statistics

- Approximately 4,175 employees (numerous contract employees)
- Turnover rate is 8.7% - above statewide turnover rate
- 11.5% eligible to retire currently
- 39.5% eligible in the next five years

What We Did!

- Civil Service and Executive level briefing
- Statistical data to Strategy and Bureau
- Statistical data to individual work areas
- Strategic workshop with leadership
- Created worksheets for retirement eligibility five years out
- Created Position Assessment worksheets
- Info session at division level and above

Walk the Talk!

- Began with Executive Office
- Reviewed all data gathered
- Jointly developed plan
- Utilized the resources we had
- Identified vacancies, collapsed jobs, reassigned staff, reorganized, etc.
- Proceed Administration by Administration
- Created Workforce Transformation Unit

Our “Aha” Moment

- Value in what we had done – but problem also
- ANYONE can leave at ANYTIME
- No guarantee, regardless if critical job
- Tools helped to identify problem, but now what?

Tools and More Tools

- Focus on creation of tools to address gaps
- Create pools of employees, ready for any job
- “Tools to Close the Gap”
- Over 25 tools at DCH
- Examples
 - Review exit interviews
 - Changed experience and education on specs
 - Meet the Director
 - New recognition program

Marketing

- Not a popular topic
- Newsletter promoting culture transformation efforts
- Websites
- On the agenda at various meetings
- Measure progress
 - Tier II Survey
 - News Briefs

Re-cap

- Support at the top matters!
- Strategic Plan and group 4 performance objectives
- It's working
- Employees care about the things we're doing

**WE ARE STARTING TO
MAKE A DIFFERENCE!**